

GENERAL GUIDES TO TRAINING NEED DETERMINATION

- Each organization must identify its own training needs, in relation to its own situation and problems.
- Requirements of operating programs should be the major determinant of training needs. Needs of individual employees must, of course, be considered and met--but within a framework of organizational needs. This requires study of organizational and operating problems--long range and short range--as well as appraisal of performance and potential of individuals.
- Training need identification is a line responsibility. Line officials must identify and analyze operating situations that need improvement, determine the changes required, and decide what action will best accomplish those changes. Staff officials can and should help on methods and approach.
- Officials at every level should participate fully, and employees should usually participate, in defining training needs. This is the best way to ensure that action is directed at real problems, and that training is a proper solution to those problems.
- Conclusions about "The Answer" should be checked. Training isn't the best, or even an acceptable, solution to every production and human relations problem. Weigh carefully the probable success, cost, and administrative feasibility of other forms of action before deciding to train.
- A clear statement of what training is expected to accomplish should be prepared, in writing and in advance. It will constitute the objectives of the training effort....
- Available training resources should be pin-pointed on actual, pressing, agreed-upon needs. The day of training for the sake of training, or because everybody else is doing it, should be long past.
- Training need determination is necessarily a continuing process. Needs--organizational and personal--change constantly, are influenced by many things. It is necessary to keep checking, keep analyzing, keep revising specific training activities and goals, to keep them related to actual problems and real needs.

TRAINING NEED IDENTIFICATION

Based on---

As discovered by---

To determine---

I. Analysis of Organizational Problems and Conditions

and

II. Analysis of Employees' Performance, Problems, and Potential

A. Asking

Employees  
Supervisors  
Top Management  
Staff Offices

1. What is the problem or situation that makes us want to do something?

2. What causes this problem or situation?

3. Exactly what do we really want?

4. What do we have now?

5. What do we lack?

B. Observing

Employees  
Their Work  
Work Flow  
Relationships

6. Which of these lacks (needs) have greatest priority?

7. What can we do about them?

8. How shall we go about doing it?

C. Studying

Records and Reports  
Public Reaction to Service  
Jobs (Job Analysis)  
Organization Structure  
Program Plans  
Organization Policies

A COOPERATIVE EFFORT OF EMPLOYEES, SUPERVISORS,  
MANAGEMENT, AND TRAINING STAFF